

People • Process • Technology



Improving Public Safety

Strategic Plan Report

**California Department
of
Corrections
and Rehabilitation**

August 2005

Preface

The California Department of Corrections and Rehabilitation (CDCR) engaged selected leaders of its Information Technology (IT) organizations to develop an Information Technology Strategic Plan. It is intended that this plan will align with CDCR's own recently published Strategic Plan (January 2005). The agency plan reflects their effort to get in line with Governor Schwarzenegger's concept of 'blowing up boxes' as well as recommendations made in the Independent Review Panel's (IRP) report and the California Performance Review (CPR) reports. In the agency plan, CDCR's mission is stated as follows:

'To improve public safety through evidence-based crime prevention and recidivism reduction strategies'.

As developers of this plan we have focused on how IT can best support the new Department of Corrections and Rehabilitation's evidence-based strategies, in order to positively affect public safety and realize their mission. We anticipate the selection and use of IT best practices (Project Management, Service Delivery, etc) as these recommended goals and objectives are deployed and implemented over the next few years.

Consolidation of CDCR organizations will impact business processes, requiring further assessment once transition activities have occurred. Consequently, it is anticipated that some modification to this plan may be required, after initial transition activities are completed and operations have stabilized.

Finally, we would like to express our thanks for the opportunity to work on this and other transitional projects involved with this consolidation. It is a rare and unique opportunity, whether in the private or public sector, to be involved with a project that allows you to build a totally new IT organization from the ground up. We feel that we are using correct principles in this initial but important planning phase and that we have some of the best possible staff on our team. We are also indebted to our leaders, who have given us reign to 'get it done' and allow the new CDCR to meet its goals and objects, and secondarily, return once again to national prominence.

The California Technology Improving Public Safety (CalTIPS) Strategic Plan focuses on recommendations/requirements identified in the CDCR strategic plan as well as those objectives listed in the State's IT Strategic Plan. Results of this effort are presented in the following sections:

- I. Introduction: Summarizes information contained in the IT Strategic Plan as well as lays out the methodology and approach used.
- II. Current Environment: Provides an overview of the current information systems and technical infrastructure supporting correctional services throughout the State.
- III. Challenges: Identifies current business and technical challenges facing CDCR's existing IT organizations and systems.
- IV. Strategic IT Plan: This document presents the vision, mission, goals, objectives, and actions to migrate the current environment to one that positions the new Department of Corrections and Rehabilitation (CDCR) as a leader in the use of IT.
- V. Critical Success Factors: In order to manage the changes and minimize the negative impact to the stakeholders, there are many factors that should be considered as essential to the success of CalTIPS.

Message from Assistant Secretary Information Technology / CIO of Enterprise Information Services

I am pleased to present the *California Technology Improving Public Safety (CalTIPS)* IT Strategic Plan for 2005. This plan is an integral part of our commitment to support the new, California Department of Corrections and Rehabilitation (CDCR) in protecting and improving the safety of all Californians. In support of the restructuring of the department, Information Technology (IT) is reorganizing into a new organization, Enterprise Information Services (EIS). Increasingly, the CDCR looks to technology for contributions to solutions for the tough challenges facing our State's correctional systems. IT holds great promise for improving California's rehabilitation and correctional systems as it carries out its mission. In addition, our technology organization, infrastructure and core data are immensely valuable assets that must be well managed to facilitate working relationships with our internal and external partners. This plan presents strategic goals, objectives, and actions that we can pursue to leverage technology and data to better meet California's needs.

Recent events, notably the publication of the California Performance Review (CPR) and Independent Review Panel (IRP) reports, make this plan both timely and urgent. These publications have dramatically underscored the importance of an effective comprehensive IT governance model, and a fully integrated correctional information network and enterprise systems that link and provide data-driven information in support of evidence-based strategies. *Business as usual is not acceptable*. For this reason, this strategic plan provides an essential road map for the CalTIPS initiative in making the right business and technology choices over the next several years. Ultimately as we follow the recommendations in this plan, we will begin to realize the benefits that technology can bring when properly leveraged and when properly governed.

Key elements of this plan include our mission, vision, strategic goals and objectives. These elements align with the Agency's overarching mission as well as the State's Information Technology Strategic Plan. The CalTIPS initiatives are as follows: *Consolidation, Governance, Architecture, Enterprise Data, Security and Work Force*.

We are involved in a wonderful opportunity. An opportunity exists to build a business focused IT organization from the foundation up. A *Business Model* of this new exciting IT organization is now being developed and more information will soon be forthcoming.

I thank each of you for your contributions of time, effort, and insight in the development of this plan. Individually and collectively, you have helped to make the plan a sound and credible foundation for the CalTIPS initiative. By committing to the plan's goals and strategies, I am confident this effort will utilize collaborative efforts, streamlined processes, and technology to develop, maintain and support the State's correctional systems for future generations.

I look forward to joining with you as we work toward implementing the elements of this Strategic Plan and a new beginning.



Jeffrey J. Baldo,
Assistant Secretary Information Technology / CIO
CDCR/EIS

July 1, 2005

Date

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EXECUTIVE SUMMARY

The attached Information Technology (IT) Strategic plan represents a concerted effort by our IT leaders to align with the new California Department of Corrections and Rehabilitation (CDCR). We have tried to identify those key initiatives which emulate the new culture, mission, goals and objectives of the CDCR. The new CDCR mission is stated as follows:

"To improve public safety through evidence-based crime prevention and recidivism reduction strategies"

We feel that within the pages of this document are compelling strategic initiatives which mirror the new department's operating model and address its mission. In fact, we feel so strongly about the alignment that we have named our report, *California Technology Improving Public Safety (CalTIPS)*.

Adjustments to our organization, staffing, and infrastructure are being recommended to align with new departmental data-driven strategies. It has been our intent to build the very best 'service delivery' IT model organization possible. An IT organization that fits the new department's business model. As IT learns more of the requirements of this systematic, data-driven approach to reducing recidivism, we feel confident that the initiatives included in this plan will enable us to provide the support needed. Whether recommending enabling technology or assisting with computer modeling, these IT initiatives will allow IT to focus resources in support of evidence-based practices and the accompanying collection, reporting and data measurement of these new scientific based processes.

The following strategic goals and accompanying objectives are central to the CalTIPS report:

Consolidation/Centralization

- Define roles and responsibilities for a centralized IT organization
- Centralize reporting of IT Field support- Conduct a Regional Pilot
- Establish consolidated Help Desk
- Align IT services with business priorities and the technical environment producing a Business Model
- Create a one-stop "shopping" experience for Customer

IT Governance

- Define and establish an IT governance structure aligned with new CDCR culture
- Establish an IT Governance Board which will insure accountable IT investment decisions
- Establish a Service Level Agreement process

Infrastructure/Architecture

- Implement an Enterprise Technical Architecture Plan
- Implement a technology maintenance and refresh program

Enterprise Data

- Identify enterprise-wide databases to be included in warehouse
- Perform e-Government readiness assessment on core business areas
- Develop open systems standards to support sharing of data with other law agencies
- Implement comprehensive business and offender-based management systems

Security

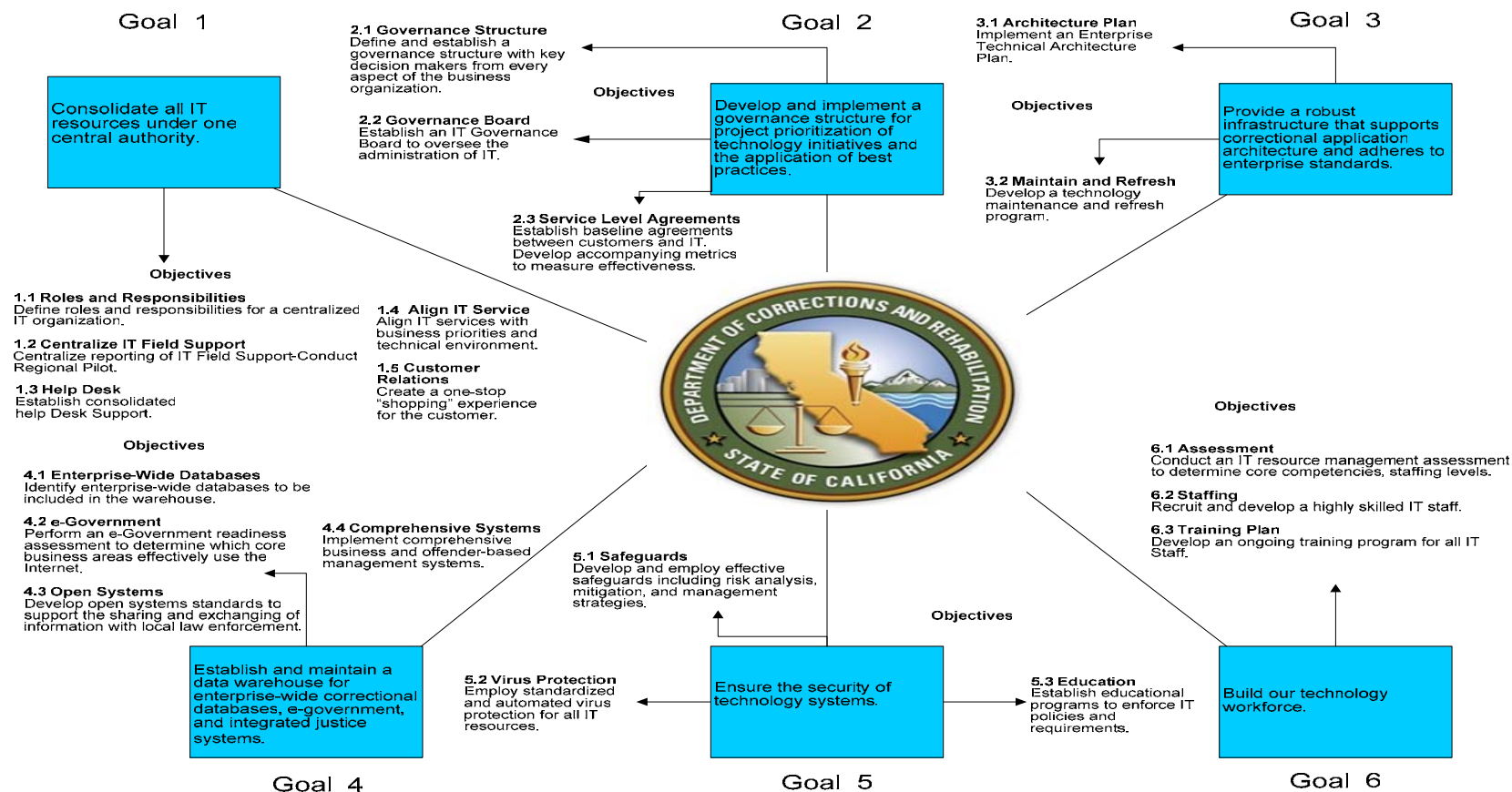
- Develop and employ effective safeguards
- Employ standardized and automated virus protection for all IT resources
- Establish educational programs to enforce information technology policies and requirements

Work Force

- Conduct an IT resource management assessment to determine core competencies
- Recruit and develop a highly skilled IT staff
- Assess the training needs of IT staff and develop ongoing training program

IT Strategic Plan Summary

CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION IT STRATEGIC PLAN SUMMARY



INTRODUCTION

CDCR information technology enterprise management is in need of major improvement. Consolidating and centralizing all information technology investments within one organization ensures a consistent implementation of information technology policies and procedures. It allows for the prioritization and management of information technology needs and expenditures as well as the development of agency-wide solutions.

The Senate Advisory Commission determined that, “A modern management information system must be a critical goal for CDC in terms of improving efficiency, reducing costs, and supporting the department’s mission of public safety.”¹

A new era is dawning with massive changes on the horizon for CDCR. In preparing for these changes, the departments and boards under CDCR are being reengineered to function in a coordinated, efficient manner. Following the lead of CDCR, the IT organization needs to mirror and support the changes in the correctional business environment.

Correctional Systems in California

The data systems that support corrections efforts in California were developed in response to specific high priority data needs for individual programs and institutions. The development and evolution of these program-specific data systems has resulted in silos of information, duplications of effort, and critical information gaps; in addition, it has made it difficult for corrections facilities to link systems and exchange critical data.

Correctional professionals, policymakers, state and local officers, and other public stakeholders recognize that timely access to relevant, reliable offender information would greatly improve California’s ability to address correctional issues. The complexities inherent in the interaction between correctional facilities and program areas requires coordination of business processes, information sharing, and the enabling technology to better meet the day-to-day activities of offender management and control, as well as event detection and preparedness and response activities.

Need for Integrated State Correctional Information Systems

More than ever before, integrated information systems and coordinated approaches are needed to fulfill the data and information needs of California’s correctional system. Access to timely, high-quality information, trends, and other events would significantly improve the Agency’s ability to its new mission. As evidence-based strategies become a reality in the new department IT will need to be prepared to work closely with program staff in the collection, reporting and measuring of data. Expansion of network resources and improvements in the reliability of computer systems in institutions would ensure that staff and management are able to share and communicate critical information in a timely manner.

¹ Senate Advisory Commission on Cost Control in State Government, *Utilizing Technology in the Department of Corrections* (Sacramento, California, August 2002), p.63.

Need for an Information Technology Strategic Plan

Understanding the importance of being aligned with CDCR's strategic initiatives and in response to the state CIO, Agency engaged leaders of its various IT organizations to develop this Strategic Plan. The Plan provides a roadmap that will guide the Agency as it develops, consolidates and centralizes its IT organizations and resources. The new organization will enable California to improve its ability to collect accurate correctional information and promote consistency, reliability, timeliness, and accessibility. Again, this major technology initiative is in concert with the larger consolidation, centralization efforts.

The Strategic Plan presents an ambitious, multi-year agenda to implement the California Technology Improving Public Safety (CalTIPS) initiative. The Plan is business-driven and reflects the input of experienced managers and staff. In addition, the CalTIPS Strategic Plan explicitly supports the Department's mission and strategic goals as set forth in the *Youth and Adult Correctional Agency Strategic Plan January 2005* report. The successful implementation of the CalTIPS Strategic Plan will require the commitment and cooperation of business and technology managers from correctional agencies throughout the State, including the Programs, Divisions, Branches, and Offices of CDC, CYA, BPT, BOC and the other organizations of the California Department of Corrections and Rehabilitation.

The guiding philosophy of the CalTIPS Strategic Plan is that the Agency's investment in, and use of, technology must be driven by a clear sense of the business results to be achieved, the capabilities of technology itself, and an awareness of the constraints and opportunities of the State IT business and political environment. This Plan encompasses a wide spectrum of opportunities to implement systematic solutions that meet California's correctional system needs. The Plan addresses the following areas for success:

- Consolidating all Information Technology resources under one central authority
- Developing and implementing a governance structure for project prioritization of technology initiatives and the application of best practices
- Providing a robust technical infrastructure that supports correctional application/system architecture and adheres to enterprise standards
- Establishing and maintaining a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems
- Ensuring the security of technology systems
- Building our technology workforce

Strategic Planning Approach

To develop the CalTIPS Strategic Plan, the Agency Information Officer engaged IT leaders from the various agency organizations. A CalTIPS Strategic Plan Steering Committee provided overall guidance in the planning effort.



The planning process included a thorough review of both the California Performance Review (CPR) and the Independent Review Panel (IRP) reports. In addition, the outstanding 'litigation agreement's' facing the Agency were reviewed to determine current and future IT resource requirements. CDCR's Strategic Plan, which was released in January of this year, addressed at a high level, recommendations made in the independent reports as well as those derived from the litigation agreements. Finally, the State's recently released IT Strategic Plan was reviewed and has served as a guideline and framework for our planning approach. Again, because of the timing of this strategic planning effort, there are some limitations to interviews with key

stakeholders. The team will issue, as warranted, addendums and/or amendments to this release of the CalTIPS Strategic Plan. Based on the information and perspective gained from our reviews, the team delivered a set of 6 Strategic Goals, 22 specific Objectives, and supporting Actions.

The development of the Strategic Plan progressed as diagramed in Figure 1.

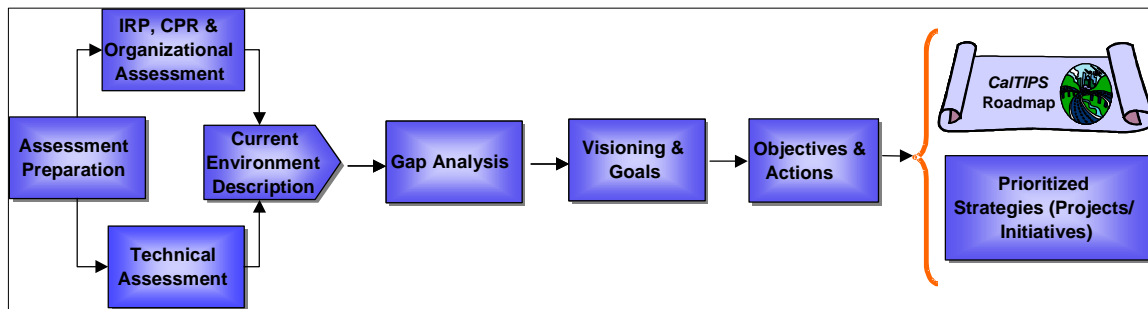


Figure 1. Strategic Plan Approach

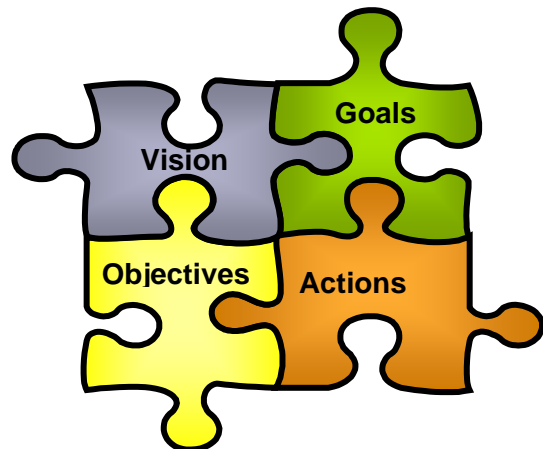
Structure of the Strategic Plan

The Strategic Plan begins with a description of the CalTIPS initiative. This is followed by a discussion of CDCR's current IT environment, including key issues and concerns. The remainder of the document presents the CalTIPS vision, goals, objectives, and actions to achieve the six strategic goals.

The Strategic Plan defines a vision, a brief description of the ideal future, and six strategic goals for CalTIPS to be successful in addressing major challenges facing the State's correctional systems. The Plan also includes objectives associated with each strategic goal that are broad statements of intent that describe targets toward which efforts will be directed.

The description of each strategic goal includes a discussion of potential *outcomes* – defined as actual results to be achieved and specific benefits for stakeholders – and *performance measures* – which provide a measure of discipline in evaluating the relevance and contribution of strategic goals to the overall vision and ensure accountability by creating objective measures of success.

Additionally, specific strategies describe action plans to accomplish these objectives, and subsequently, the strategic goals. The development of this Strategic Plan was a disciplined effort, adhering to a comprehensive and structured methodology, to produce fundamental decisions and actions that will support the Agency's goals of reshaping California's correctional system.



What Is CalTIPS?

The CalTIPS is a significant technology initiative designed to support the Youth and Adult Correctional Agency's strategic plan and organizational structure. The CalTIPS effort is historic in the sense that it may be the first time in State history that an opportunity has been provided to completely redesign and overhaul an IT organization of this size and complexity. The effort is led by the Agency Information Officer and a team of selected IT leaders, representing organizations within the Agency. The initiative itself will create a number of noteworthy benefits, including the following:

- A consolidated, centralized IT organization
- A new, governance structure, designed to improve IT investment decisions
- An enterprise architecture and implementation plan which will establish standards and improve technology investment decisions and increase customer confidence in the IT organization
- An enterprise data approach, which will focus on standard data definitions, integration and sharing between appropriate enforcement bodies

In general, successful implementation of the CalTIPS initiative will over time, enhance the ability of the correctional organizations to share critical data and information across the correctional system as a part of their day-to-day activities, at key decision points, and during emergencies. The CalTIPS effort encourages building upon existing capabilities while strengthening the organizational structure and framework with solid, proven building blocks. While planning and deploying the building blocks for a new IT organization is a high priority, there must still be an urgency and understanding of the broader need to facilitate information sharing and creating enterprise level databases in support of improving public safety in California. Implementation of recommended initiatives presented in this plan will insure improved accuracy, sharing and timeliness of critical corrections data.

CalTIPS is More than a One-time Technology Project

CalTIPS is not simply a one-time technology system development project. Rather, CalTIPS must be understood far more broadly, as a dynamic and multifaceted initiative for change in the management and administration of correctional IT resources in California. In short, it is an integral part of the ongoing evolution of correctional changes in California. CalTIPS comprises technology, governance, and business process components, as depicted in figure 2 below.

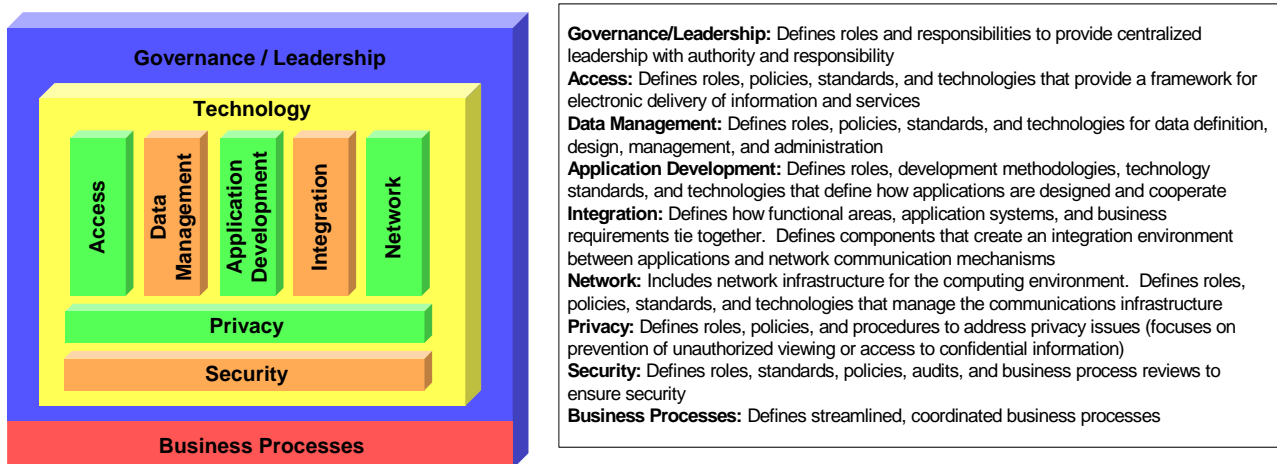


Figure 2. CalTIPS Components

Together, the components of the CalTIPS initiative will promote IT Governance and centralized resources, enable improved coordination and management of IT development efforts, support the integration of relevant state correctional information systems, and facilitate electronic sharing of critical data at key decision points. The CalTIPS initiative seeks to increase the likelihood that key decision-makers have access to the best possible staff and offender-based management systems for both day-to-day operational activities and at critical points in time. This requires a plan to produce and maintain information that will be current, accurate, appropriate, secure, and complete. This provides corrections decision-makers with quality information needed to provide services that protect and improve the public safety of all Californians.

Finally, the technological components of the CalTIPS initiative build upon industry best practices and standards as well as on successful previous and current development efforts.

CURRENT ENVIRONMENT

This section of the Strategic Plan presents a detailed discussion of the current status of Information Technology in the California Department of Corrections and Rehabilitation and the fundamental issues the CalTIPS initiative addresses. The discussion provides a context to understand the elements of the strategic plan. In addition, it identifies the critical deficiencies of the current environment that the CalTIPS initiative seeks to resolve. In short, the success of CalTIPS calls for the Agency to build an infrastructure of people, processes, and technology that will collectively support the mission, vision and goals of a re-designed California correctional and rehabilitation agency.

Current Environment Sets the Stage for the Future

In order to chart a new IT future for CDCR, each of the Agencies' IT organizations and systems need to be described in terms of where they are today. An internal assessment of current capabilities and infrastructure provides an organization with a baseline against which to plan for the future. Such a baseline allows organizations to determine where change is needed in order to fulfill a mission or achieve a vision. Information Technology baseline information will be provided for each of the following organizations within the Youth & Adult Correctional Agency:

1. California Department of Corrections (CDC)
2. California Youth Authority (CYA)
3. Board of Corrections (BOC)
4. Board of Prison Terms (BPT)
5. Commission on Correctional Peace Officer Standards and Training (CPOST)

Figure 3 on the next page shows the current CDCR Boards and Departments IT organizations and total number of IT positions.

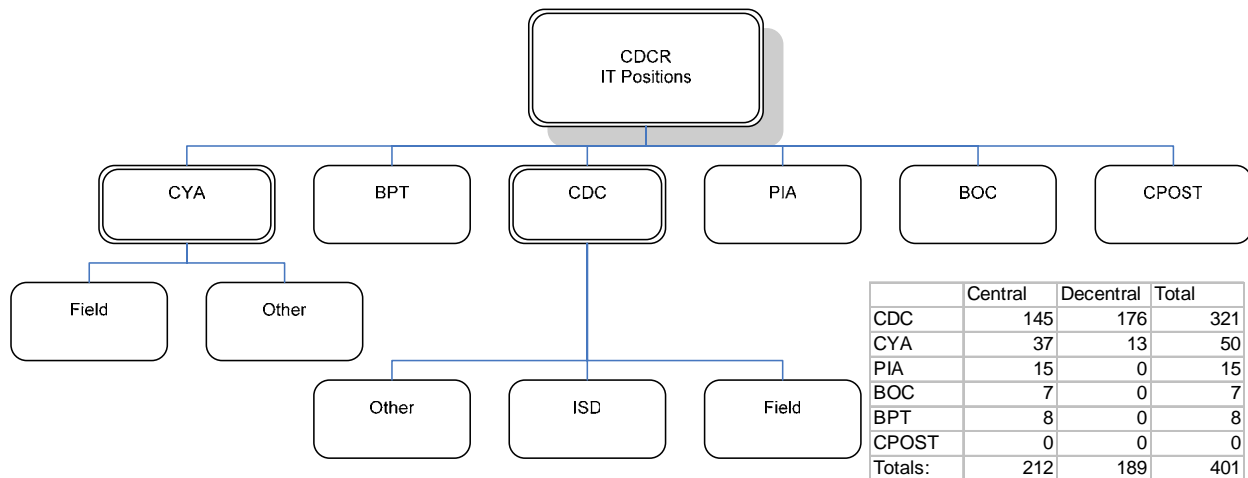


Figure 3. Current CDCR IT Organization Chart

According to the Corrections Independent Review Panel, Information technology at the Department of Corrections has been consistently under funded, overlooked and neglected. In examining the state correctional system, the Corrections Independent Review Panel found a loosely connected organization that evolved as independent components lacking centralized control. Not surprisingly, the same is true of the correctional system's information technology structure—independent growth resulting in inconsistent systems not supportable by a centralized authority. Consequently, information technology in the state correctional system is inadequate to allow the correctional system to fulfill its current responsibilities or those envisioned by the objectives presented in this report.

As part of the CalTIPS Strategic Planning process, the team members identified and assessed a number of current internal and external environmental challenges. This assessment provided a baseline for envisioning the future and for developing an action plan for realizing the vision. The current environment assessment was critical to the development of the strategic goals and objectives presented later in this Plan.

This following section presents the major technology and business issues and objectives facing the implementation of CalTIPS.

CHALLENGES

Fundamental Challenges Facing CDCR Information Technology

The current correctional environment in California faces fiscal, political, demographic, and technological challenges. The vision and goals of the CalTIPS Strategic Plan are designed to confront these challenges. In particular, problems associated with staff and offender-based data and information systems must be resolved if the State is to effectively meet these new and evolving challenges.

Human Resources

The organizational structure of the Agency's IT personnel is primarily decentralized. Because of the vast geographical area and number of individual sites, each location or entity in the agency's organizations has its own information technology employees and support to meet the location's needs. For example, each entity is the hiring authority for employees and dictates the IT personnel level, workload and priority for local IT issues. This has resulted in inconsistent numbers of IT employees, expertise, equipment and the inability to move forward with a successful unified IT system.

With the large number of locations and individual groups of IT personnel, the department has difficulties implementing systems, enforcing policy and controlling the direction of IT in the agency.

For example, the CDC ISD current internal organization does not reflect its current mission and lacks several key components that are required to operate and maintain an enterprise IT system (large scale state wide information system). The current help desk is incapable of resolving most problems, and the function they actually provide is answering phones and re-routing trouble tickets to a second level, causing a disconnection between basic support and the customer and increasing the overhead of problem resolution.

The department must change its hiring practices for IT personnel. Consolidating IT personnel under EIS will partially alleviate the imperfect hiring practices of the current system. Many technical employees are hired by non-technical managers that lack IT expertise and cannot determine the minimum aptitude to become an expert in the systems the candidate is being considered to support.

In addition, the agency does not have adequate information technology training for IT employees or computer users. Many of the agency's IT personnel do not have the expertise required to manage existing systems nor to develop new required systems. Training for IT employees is either non-existent or focuses solely on custody and inmate issues. This has resulted in IT personnel that do not have the knowledge to implement and support the requirements of the agency.

Data Sharing

Current Correctional System Limitations

- Data cannot be easily shared
- Fragmented data and systems
- Data are incomplete
- Absence of common standards limits sharing and coordination
- Costly duplication of effort
- Limited mechanisms to share information and resources
- Collaboration is infrequent
- Under utilization of scarce resources
- Lack of long range coordinated strategic approach

Over the past few years, sharing data between correctional entities has become more and more important. CDCR has a critical need to develop data systems that can share data within the departments under its purview as well as with local and federal law enforcement agencies. CDCR information data systems were generally designed as program specific data collection and reporting tools and have limited data analysis capacity. In addition, they lack the design, functional, and structural features necessary for system integration and coordination.

Correctional professionals, policymakers, State and Local officers, and other public stakeholders recognize that timely access to relevant, reliable

offender information would greatly improve California's ability to address crime prevention and

recidivism strategies. *As evidence-based, data driven concepts take the forefront in the new department, quality, timely data becomes paramount.* The complexities inherent in the interaction between correctional facilities and program areas require coordination of business processes, information sharing, and the enabling technology to better meet the day-to-day activities of offender management and control, as well as event detection, preparedness and response activities.

The remainder of this section summarizes many of the current challenges that the CalTIPS Strategic Plan addresses. During the development of the Plan, senior business and technology managers, members of the CalTIPS Strategic Plan Steering Committee, and the CalTIPS project team identified many specific challenges facing California's correctional system. The challenges are described here as either "external" or "internal," depending upon whether they relate to conditions in the larger external context of corrections and rehabilitation policy, information technology, demographics; or to the internal operation and management of corrections and rehabilitation agencies and their systems and processes. The Strategic Plan proposes ways to meet these challenges through the use of more effective technology, data management practices, governance structures, and business processes.

Strategic Challenges

1. Inconsistent Quality and Reliability of Correctional Data

Characteristics of CDCR's current staff and offender data and data systems include:

- Abundance of similar staff and offender data stored in a variety of formats and places
- Non-integrated data systems, data sets, and applications (silos of data)
- Proliferation of redundant, inconsistent data and processes among state correctional information systems
- Failure of data-users to understand or appreciate issues of data accuracy, security, and currency (lack of understanding of the origins of data leads to the misuse of data)
- Information queries often produce inconsistent results
- Correctional staff are untrained in the use of tools for data access, analysis, modeling, and planning
- Lack of geographical or personal identifiers in staff and offender data
- No overarching strategy for data stewardship (effects include inconsistent data update and recovery activities and inability to access data)
- Business, cultural, legal, and process barriers impede data sharing

2. Project Procurement Control Processes Impede Technology Development Efforts

Impacts of current procurement policies and processes include:

- Delays in receiving project approvals
- Poorly prepared project documentation and plans due to a poor understanding of project control process requirements
- Increased cost of procurements
- Slow procurement process leading to the procurement of obsolete technology
- Risk-averse environment keeps worthwhile projects from being undertaken

3. No Formal Framework to Support Collaboration Among Local and National Entities and Coordination of Correctional Systems

Characteristics of current environment include:

- Difficulty of collaboration on technical or business issues among the various State and local correctional agencies
- Informal, ad hoc exchanges of information among agencies often resulting in the exchange of incomplete and inaccurate data and information
- Staff and offender data and information existing in redundant or overlapping “silo” systems
- Local correctional agencies looking to the State for leadership in the development of standards and information systems

4. Inconsistent Methods of Communicating and Sharing Information Technology Projects and Tools

Characteristics of current environment include:

- Technical capabilities and assets (including systems, licenses, skills, tools, and knowledge) are not leveraged across the correctional system
- Departmental technology support organizations (such as the Information Technology Services Division, Project Management Office, and Information Security Office) are unknown or misunderstood
- Practice of developing systems “under the radar” prevents the sharing of ideas and solutions resulting in poor or inadequate maintenance of these systems

5. Unstable Fiscal/Technology Foundation

Characteristics of existing fiscal/technology practices:

- Technical infrastructure is not designed to meet new department needs
- A routine technology refresh program does not exist
- Outdated, unsupported equipment
- Insufficient technology standards and technology not being consistently applied
- Application development occurring in an unreasonably high number of programming languages

The remaining sections of this Plan present the strategic direction of the CalTIPS effort, including a vision, strategic goals, objectives, and strategies.

STRATEGIC PLAN

VISION FOR THE FUTURE



The CalTIPS Strategic Plan begins with a vision statement intended to convey a compelling image of the future. The CalTIPS vision describes what the new IT organization will look like as it goes forward to meet existing and future challenges, demands and opportunities. The vision statement will guide the initiative's short and long-term decision-making as well as the overall approach taken for information technology and business management. The result will be a new IT model for all correctional organizations.

CalTIPS Vision

We are a highly respected, professional and entrepreneurial IT organization that is recognized for quality customer service, technological innovation and leadership that:

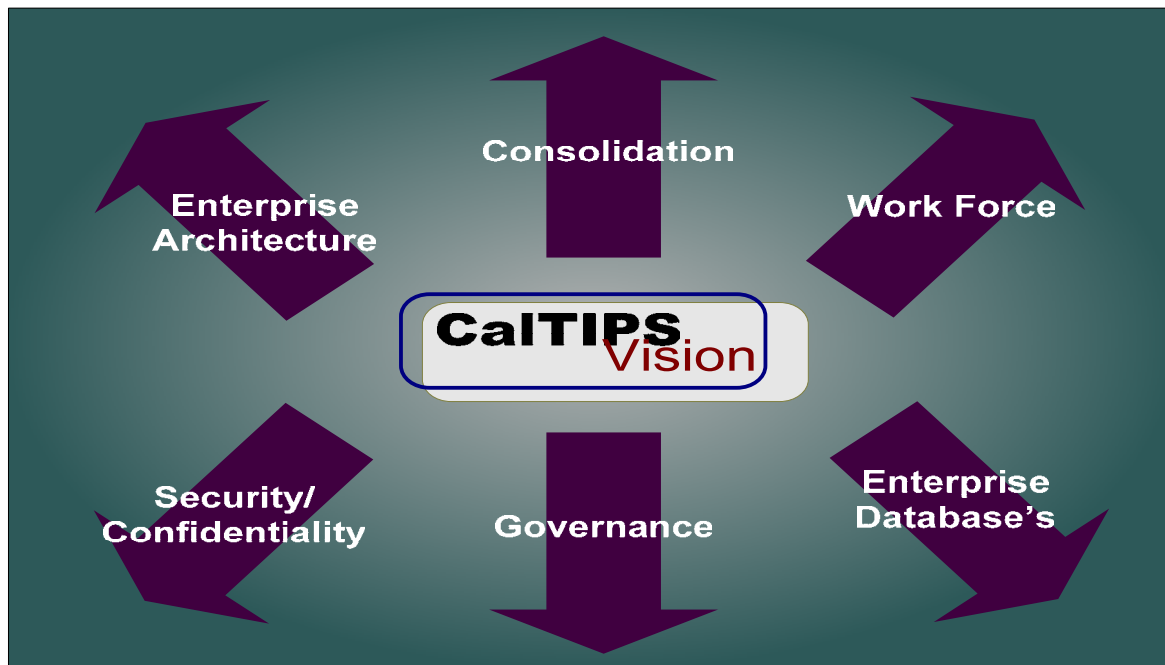
- Provides consistent and timely information sharing
- Collaborates and cooperates with correctional internal and external business partners
- Provides reliable and secure core IT infrastructures
- Develops and implements quality business driven applications

CalTIPS Mission

Provide access to and share enterprise data through the innovative use of technology and consistent application of best practices, governance and high standards for quality customer service.

CalTIPS Goals

- Develop and build our technology workforce.
- Exercise power and authority prudently and be responsible stewards of public funds in the acquisition and maintenance of information technology.
- Ensure CDCR technology systems are secure.
- Improve and support legal compliance by providing audit trails, performance measurement and business process reengineering.
- Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards.
- Support the CDCR mission of safety, transparency and outreach through the timely and secure access to enterprise data.
- Develop integrated justice initiatives that support enterprise-wide information sharing to improve the quality of justice and public safety with an emphasis on reducing redundant data entry, providing timely access to critical information and improving the quality and integrity of information exchanged.



The CalTIPS Strategic Plan sets forth a business-driven plan designed to meet the needs of diverse stakeholders for cost-effective business and technology solutions that provides complete and accurate information to support and enable evolving business needs. The CalTIPS Strategic Plan is comprised of six strategic goals, each of which includes a set of corresponding objectives and actions. The goals and objectives are discussed below, along with expected outcomes and the measurements to track progress. Detailed strategies that describe specific actions steps will be presented in a later release of the plan.



All performance measurement targets are provisional. Detailed planning for action items will be completed after teams are assigned to action item. It is critical that first line managers, supervisors and staff have ownership of their respective performance measures.

CalTIPS Strategic Goals:

Consolidation/Centralization: Consolidate all IT resources under one central authority.

Establish centralized leadership to oversee and guide the evaluation, development and implementation of cost effective Correctional systems and supporting technical infrastructure.

Governance: Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices.

Develop and implement process standards and policy to support investment/management of IT resources.

Infrastructure/Architecture: Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards.

Design and implement Information Technology to support current and future Correctional system needs including data sharing with partners.

Enterprise Databases: Establish and maintain a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems.

Implement reliable, effective, and efficient information technology solutions to support business and Correctional systems. Insure adoption of standard data definitions with focus on requirements for evolving evidence-based strategies.

Security/Confidentiality: Ensure the security of technology systems

Provide a secure environment for Correctional systems that ensures the authorized access and use of Correctional information.

IT Workforce: Build our technology workforce.

Hire and retain highly skilled technology staff to support current and new technology solutions and provide acceptable levels of operational support.

CalTIPS Alignment with CDCR Initiatives

The IT Strategic Goals were developed based on multiple criteria. While the primary input came from the IRP and CPR reports, these IT goals were developed to support the stated goals of the Agency and its subordinate organizations.

Specifically, the CalTIPS Strategic Plan aligns with the CDCR's overall mission and vision, as documented in the Youth and Adult Correctional Agency Strategic Plan (January 2005) as well as the State's IT Strategic Plan, released in November, 2004. In addition, the CalTIPS strategic direction will be formulated and validated based on input from key representative stakeholders across the Department.

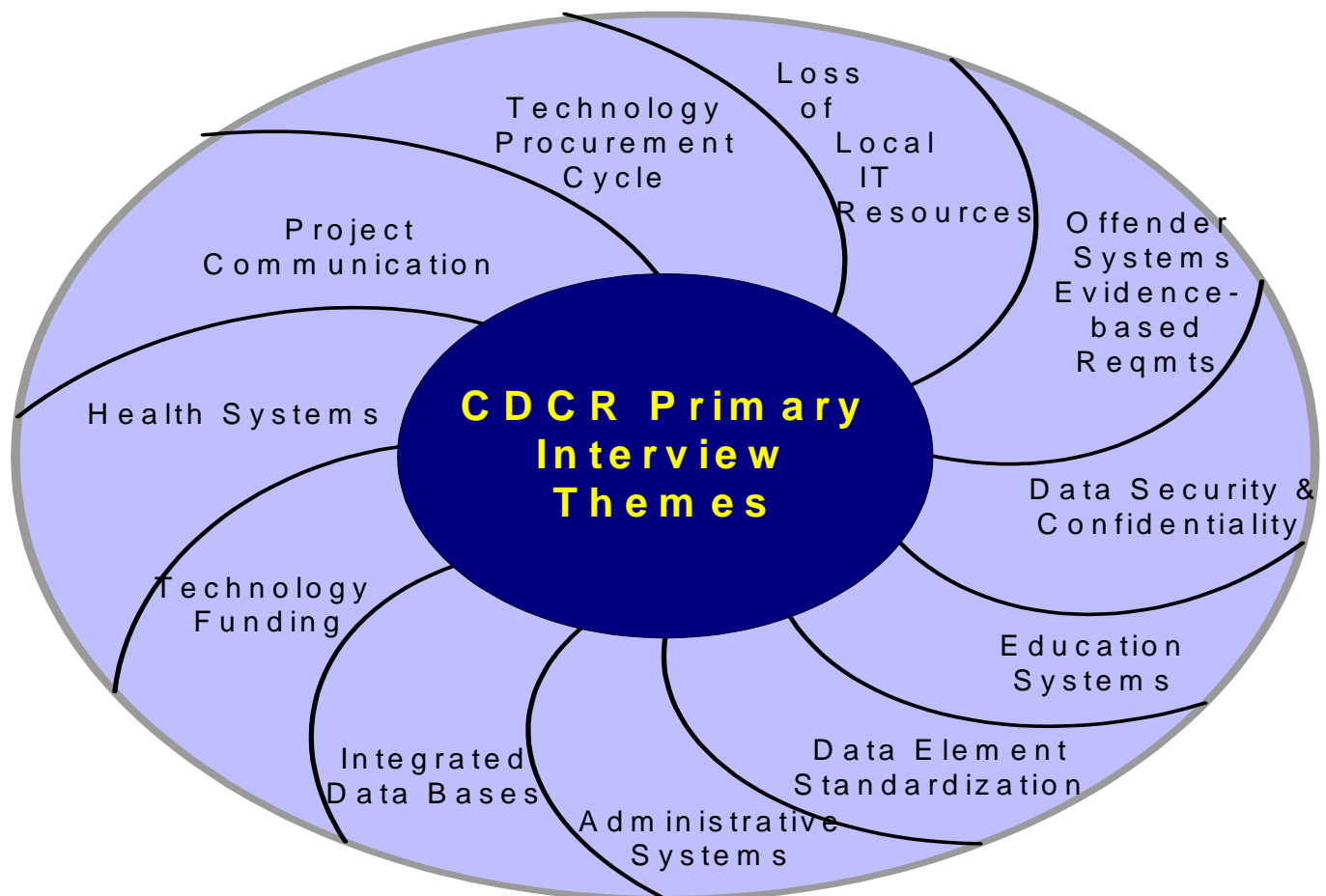


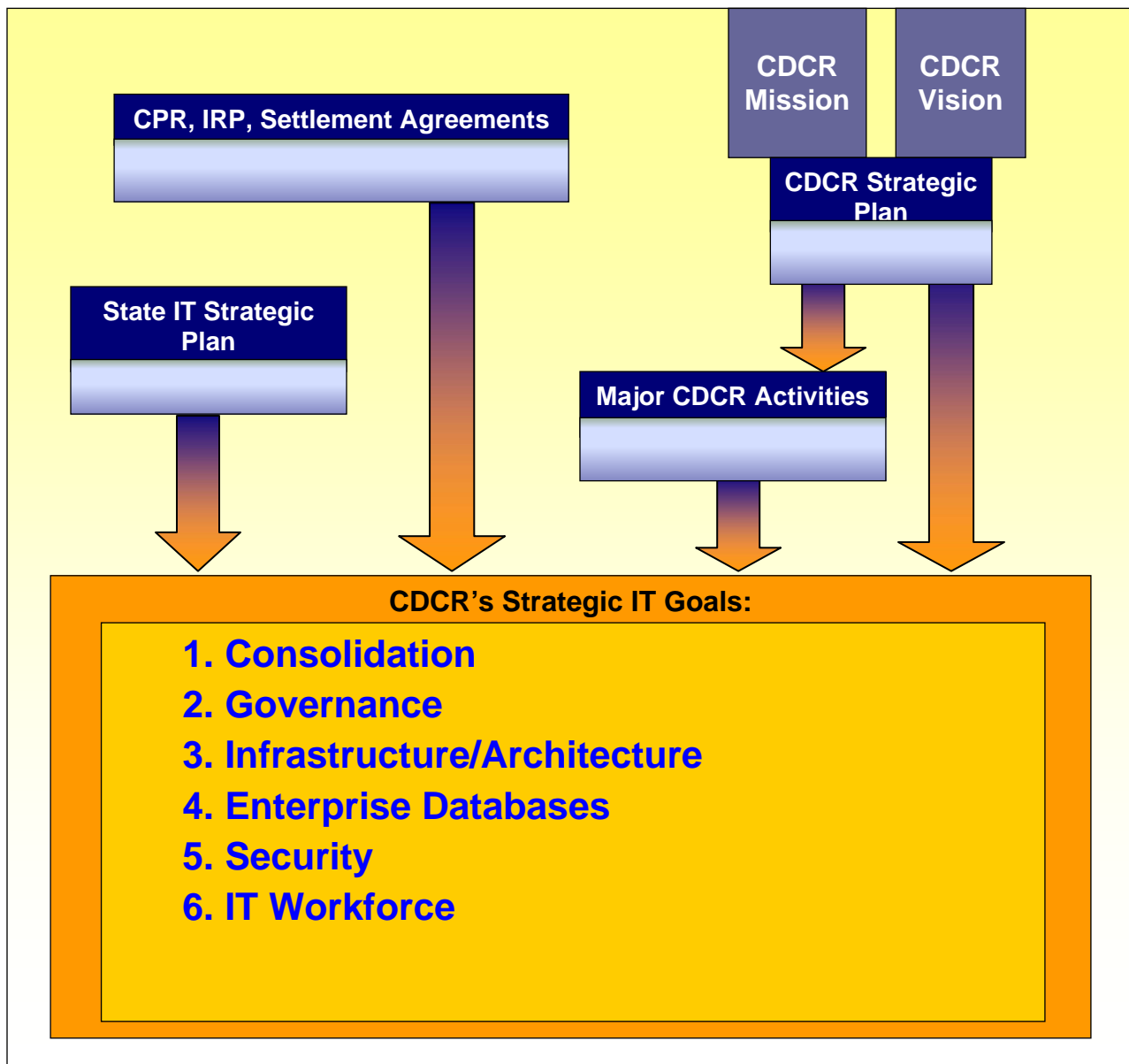
Figure 4. Key Interview Themes

During the strategic planning process, a number of significant issues and challenges were identified. Figure 4 depicts a number of the themes identifying the issues and challenges to be

addressed in the CalTIPS Strategic Plan. These themes represent areas of significant concern and interest to stakeholders involved in the CalTIPS initiative. Thus, the themes constitute a critical and appropriate framework upon which to build the Strategic Plan and its goals and objectives. The results of interviews with stakeholders will be reflected in an amended version of this IT Strategic Plan.

Figure 5, that follows, illustrates the interrelated sets of goals and stakeholder needs that define the strategic direction for attaining the CalTIPS vision.

Figure 5. Strategic Direction and the CalTIPS Goals



Consolidate/Centralize



Strategic Goal 1: Consolidate all Information Technology resources under one central authority

Objectives

- Define roles and responsibilities for a centralized IT organization
- Centralize reporting of IT Field Support – Conduct a Regional Pilot
- Establish consolidated help desk, 24x7 to provide centralized call center for all IT support needs (formerly Objective 3-3)
- Align IT services with business priorities and the technical environment producing a Business Model for the CDCR (formerly part of Objective 6-1)
- Create a one-stop “shopping” experience for Customer (formerly Objective 3-5)

The June 2004 report of The Corrections Independent Review Panel (IRP) found that “Information technology at the Department of Corrections has been consistently under-funded, overlooked and neglected.” The panel also found that the information systems technology structure to reflect the Department’s “loosely connected organization that evolved as independent components lacking centralized control...independent growth resulting in inconsistent systems not supportable by a centralized authority. Consequently, information

technology in the state correctional system is inadequate to allow the correctional system to fulfill its current responsibilities or those envisioned by the objectives presented in this report."

The California Performance Review (CPR), addressing similar issues statewide, reported "*The flexibility and productivity of California's state government has been severely restricted by fundamental technology policy failures...the CPR recommends a series of general and specific actions that should be taken to bring the state's information technology to a level appropriate for such a dynamic economy.*" As a result of the findings in the CPR, state government is in the throes of major consolidation, re-engineering, and reorganization.

Embracing the tenets of the IRP, CPR, and the recently released CDCR strategic plan, a new IT organization is being established wherein all IT resources will be directed by one, centralized leadership team.

Objectives 1-1 and 1-2 are critical to launching the consolidation and centralization of IT under one central authority.

Objective 1-1 | Define roles and responsibilities for a Centralized IT organization

As part of the effort of establishing a new IT organization under the CDCR, several transition sub-teams are addressing the physical move of IT equipment and staff, provisional governance structure, and a support model to address short and long term IT service requirements.

The actions below are critical to initiate the consolidation and centralization efforts. Accomplishing these activities will set in motion the new IT organization and reporting structure that is aligned with the overall direction of the CDCR.

Actions:

1. Develop IT organization and reporting structure.
2. Identify IT functions and services performed.
3. Begin consolidation of IT staff to the Aerojet facility.
4. Release IT memo announcing the new IT organization (reporting structure and in-take process for requesting IT products and services in a consolidated Help Desk) by July 2005.

Objective 1-2 | Centralize reporting of IT Field Support-Conduct Regional Pilot

The Department needs to simplify and optimize the existing IT management structure with the goal of reducing costs and complexities and providing a more rational, stable foundation for growth. To accomplish this objective, the Department will shift from a decentralized to a centralized IT management model. Under a centralized IT management model, all personnel in IT classifications will report to the new IT organization. *For example, current in CDC there are now more IT classifications outside the central IT organization than within it. Management of these staff will be transferred to the new centralized IT management team.* IT staff currently supporting business programs will remain supporting the same business programs, for a period of time, after consolidation. However, their administrative reporting will change. Instead of reporting to a business program manager, reporting will now be to IT managers, experienced in managing IT staff. This reporting arrangement will relieve business program managers the

burden of managing unfamiliar IT disciplines. This should free up time to focus on managing key business areas.

In order to ensure the success of centralizing reporting of IT Field support, the implementation will initially consist of a regional pilot. An evaluation plan will be developed with key stakeholders from the region. The evaluation plan, at a minimum, will address the business objectives and requirements, response to problems, times and hours of system operations, performance measurements, roles and responsibilities of the business and IT staff, success criteria, and lessons learned. After the conclusion of the pilot, a statewide rollout implementation plan will follow.

Actions:

1. Establish a work team to develop the decision criteria for selecting a region.
2. Present the pilot selection criteria and seek agreement of the region to participate in the pilot.
3. Establish a region workgroup to develop the pilot evaluation plan by January 2006.

Objective 1-3

Establish consolidated Help Desk, 24x7 to provide centralized call center for all IT support needs (formerly Objective 3-3)

Each existing board and/or department within the agency has a help desk function. These separate entities must be merged into a single organization that will provide IT support for all staff throughout the new department.

Actions:

1. Define the overall help desk requirements.
2. Align, coordinate activities with Field Pilot and Service Level Agreements (SLA) projects.
3. Complete a gap analysis between requirements and actual resources available.
4. Provide necessary training to ensure consolidated help desk staff have required knowledge.
5. Implement fully consolidated Help Desk operation by July 2006.

Objective 1-4

Align IT Services with business priorities and the technical environment producing a Business Model for the CDCR (formerly part of Objective 6-1)

The business model will attempt to describe how IT with the CDCR will align both its resources and its suite of services to successfully deliver the products and services needed to make not only the current strategic program re-organization and re-design efforts successful, but leverage these efforts to be better prepared for future strategic initiatives.

Actions:

1. Conduct an inventory to identify and collect a list of the systems, applications, programs and databases currently in use within the existing departments.
2. Conduct a high level resource gap analysis.

3. Survey departmental business stakeholders with the CDCR IT to identify current and proposed workload that is the responsibility of the CDCR IT for both ongoing operational and project work.
4. Produce an IT Business Model for the CDCR based on the new department's mission, goals and objectives by November 2005.

Objective 1-5
Create a one-stop "shopping" experience for Customer (formerly Objective3-5)

Each service organization within CDCR offers customers various services. A new IT service catalog will be created based on those services now provided and any new services that are deemed essential for optimum business operations in support of the new department.

Customer account representative positions will be established in the new consolidated and centralized IT organization to help carry out this objective.

Actions:

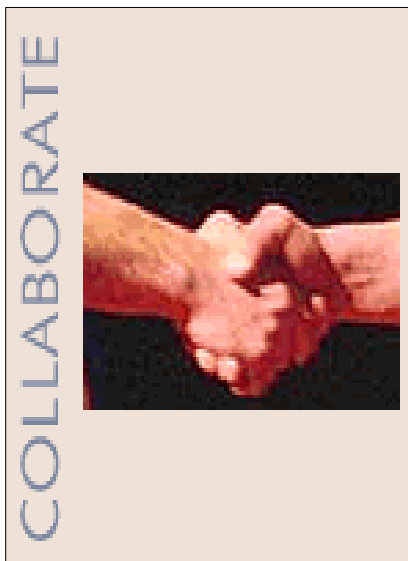
1. Create Service Catalog.
2. Build Processes to Secure Services.
3. Develop Outreach, Marketing and Educational Program Solutions.
4. Establish and staff customer account representative positions (liaisons).
5. Implement new Customer Account Management process by July 2006.

Goal 1 Expected Outcomes

- A Consolidated Help Desk acts to facilitate access to all IT services
- Ensures timely and consistent compliance with Agency and State IT policies, procedures and processes by all Information Technology support staff
- Optimizes utilization of all IT resources to provide cost effective Information technology service whenever and wherever they are needed
- A Business Model that aligns IT resources and services to business priorities

Strategic Goal 1 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Consolidate IT Resources	% IT Staff Consolidated	% of IT Staff under consolidated reporting structure and a reporting management structure in place	80%	90%	100%
Consolidated IT Help Desk	% of Centralized Help Desk Usage	% of departments/divisions use of the centralized Help Desk Model versus the former decentralized Help Desk Model	Establish baseline	80%	100%



Governance

Strategic Goal 2: Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices

Objectives

- Define and establish a governance structure with key decision makers from every aspect of the business organization, defining roles, responsibilities, and operating principles
- Establish an IT Governance Board to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies
- Establish baseline agreements between customers and information technology to determine the appropriate level of service. Develop accompanying metrics to measure effectiveness and satisfaction

IT Governance specifies the decision rights and accountability framework to encourage desirable behavior in the use of Information Technology. Information technology best practices, the California Performance Review (CPR) and the Corrections Independent Review Panel (IRP) all suggest that IT Governance is the single most important predictor of the value an organization derives from IT. Although the CPR primarily focuses on statewide information technology issues and solutions, its analysis recommends that each state agency align its IT model with the statewide structure, ensuring all state entities make the most effective and efficient use of IT to achieve the State's most critical strategic business objectives. The IRP and CPR are in alignment when they recommend implementation of IT Governance in the proposed California Department of Corrections and Rehabilitation (CDCR).

To summarize the CPR and IRP findings, information technology (IT) should exist to improve the delivery of business objectives. Over the years, for a variety of reasons, the state and the CDCR departments have not made the most effective or efficient use of IT to improve its business practices. To correct this scenario requires the state as a whole and each agency to:

1) identify their most critical business strategies; 2) align their IT strategies with those business priorities; and 3) form executive business and IT partnerships to make cross-departmental decisions, ensuring all required disciplines – budget, personnel, IT and program areas, support the department’s highest business priorities. For any IT organization to be effective, it is essential for the organization leadership to recognize IT priorities must be determined by the business executives in partnership with IT executives, and that necessary resources be provided to accomplish those priorities.

The following objectives are critical to the success of *Strategic Goal 2*.

Objective 2-1	<i>Define and establish a governance structure with key decision makers from <u>every</u> aspect of the business organization, defining roles, responsibilities and operating principles</i>
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To carry out this objective, the IT leadership team will partner with key departmental leaders to establish a comprehensive governance structure, based on proven best practices and successful IT governance models. This effort will include but will not be limited to defining:

- The appropriate number, level and relationship of governance entities –councils and committees designed to oversee the approval and implementation of IT initiatives, enterprise technical architecture, security standards and emerging technologies.
- Council and committee membership criteria
- Roles and responsibilities
- Council and committee operating guidelines
- Oversight, enforcement and continuous improvement mechanisms to ensure continued compliance with the adopted governance model.
- A plan for educating participants and stakeholders in the value of IT Governance

It is anticipated that there will be short term and long term governance needs. Initially, during transition, an interim or provisional governance model may be assembled. This short term solution initially may have limited functionality but will be refined over time to meet long term needs.

Once the departmental governance model is adopted, it will be imperative for the IT leadership team to partner with departmental leaders to establish an agreed upon methodology for assessing the wellness and success of the IT governance structure – and when required, recommending improvements to that structure. Metrics for the assessment tool will be based on credible benchmarks from both State and private industry governance models.

To define and implement an IT Governance structure it is imperative to complete the following actions.

Actions:

1. Establish an IT Governance Design and Implementation Team.
2. Complete analysis of State and private industry governance models and best practices.
3. Identify the most appropriate IT governance success criteria for meeting CDCR business needs and begin designing the CDCR IT governance model to meet that criteria.

4. Develop a transitional IT governance structure/model to allow IT investment decisions/prioritization through transition period.
5. Invite participation and partnership from departmental leaders or their representatives in designing the governance structure.
6. Develop a permanent IT governance structure/model by July 2005.

Objective 2-2	<i>Establish an IT Governance Council to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies</i>
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Best practice in highly successful organizations indicates that *“Top governance performers have more direct involvement by senior management. The more involvement, the better the governance performance.”* Industry research highly recommends that the IT Governance Council membership be comprised of key executive policy & decision makers, partnering to ensure the department manages both its business and IT programs effectively and efficiently. This group of program and IT executives will be actively engaged, making significant IT decisions, ensuring the right people are held accountable for doing the right things – and for doing those things right. Establishing the Governance Council commits the CDCR to develop and employ consistent policies, standards and guidelines to effectively utilize IT resources and efficiently manage IT costs to accomplish the department’s most critical business needs. Beyond overseeing IT activities, each program executive who sits on the Council will also be accountable for ensuring their program area makes the most effective use of any new technology solution.

For any IT organization to be effective, it is essential that the organization leadership recognize that IT priorities must be determined by the business executives in partnership with IT executives, and that necessary resources be provided to accomplish those priorities. In this regard, the following outlines the responsibilities, accountability and collaboration required of this CDCR executive alliance, aka, the CDCR IT Governance Council.

Objective 2-2 includes the continuous education of IT Governance Council members and stakeholders of its value, its connection to effectively meeting business objectives, its operational guidelines and each affected party’s role and responsibility in creating and sustaining the successful use of governance within CDCR. Industry research reveals the most important predictor of top governance performance to be the percentage of managers in leadership positions who can accurately describe their organization’s IT governance – not just the Governance Council members, but all leaders within the organization.

To implement the IT Governance Council requires the following activities.

Actions:

1. Define and implement the IT Governance Structure.
2. Identify and select specific IT and departmental staff who may be candidates for the governance council or council committees and invite them to participate.
3. Begin educating all confirmed IT governance participants in the purpose and operating guidelines for the governance structure.
4. Meet and assemble as an IT Governance Council by July 2005.

Objective 2-3

Establish baseline agreements between customers and information technology to determine the appropriate level of service. Develop accompanying metrics to measure effectiveness and satisfaction

Service Level Agreements (SLA) will allow IT to plan and manage the requirements of our customers by providing services according to mutually agreed-upon 'contracts'. SLA's focus critical resources on planning, developing, and deploying services rather than on fire-fighting activities; they are typically written and framed to minimize system interruptions, often resulting in improved planning and control and a more stable and high performance environment for the customer.

The SLA will define:

- Services to be provided to the customer
- Target levels for the required services
- Mechanisms to monitor and report actual levels of service
- Responsibilities of customers within the agreement
- Arrangements for liaison between customers and IT
- Contingency arrangements that will exist in the event of major problems over a prolonged period (Operational Recovery & Continuity Planning)

The SLA process will include the development of a 'Service Catalog', a plan for updating and changing SLA's, and a plan for reporting performance measures. *It is recommended that in developing the process, the SLA should be kept simple, measurable and realistic.*

Actions:

1. Review and define current services (baseline), including Operating Level Agreements.
2. Develop annual customer review procedure.
3. Meet with customers to explain services available, define customer expectations and/or service level requirements, negotiate and reach agreement.
4. Document Service Level Agreements.
5. Develop gap analysis and begin plan for accommodation.
6. Implement the Service Level Agreements Process by July 2006.

Strategic Goal 2 Expected Outcomes

- Increased number of IT initiatives tied directly to the Department Strategic Plan and/or mission critical business need
- Improved effectiveness of the Department's investment in technology to support business needs.
- Improved rate of successful execution and timely completion of IT initiatives.
- Improved funding and resource allocation for significant, approved IT initiatives
- Increased availability and support of key business staff when designing and executing an IT initiative
- Improved development of IT concepts and requirements before they are presented for approval and execution

- Improved support of control agencies for projects and funding, based on disciplined practice and more efficient and effective use of state dollars and technology
- Service Level Agreements which define a clear relationship between the customer and IT, by setting boundaries, conditions, penalties and expectations
- Service Level Agreements containing key elements including; what IT is promising, how IT will deliver those promises, who will measure delivery and how, what happens if IT fails to deliver as promised and finally, how the SLA will change over time

Strategic Goal 2 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Effective Governance Structure for Project Prioritization and Application Best Practices	Governance Participation and Engagement	% of Governance members attending at least 80% of all meetings	80%	85%	90%
		% of Governance members (voting and non-voting members) completing required training	80%	90%	100%
		% of IT customers that view the Governance Structure as an effective forum for IT decision-making	75%	85%	95%
		% of Governance decisions that get escalated and/or overturned	15%	10%	5%

Infrastructure/Architecture



Strategic Goal 3: Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards

Objectives

- **Implement an Enterprise Technical Architecture Plan to define computing and network infrastructure standards/services to be provided**
- **Implement comprehensive business and offender-based management systems (see Objective 4-4)**
- **Establish consolidated help desk, 24x7 to provide centralized call center for all IT support needs (see Objective 1-3)**
- **Implement a technology maintenance and refresh program to include desktop hardware and mobile computing devices and software, databases, applications and programs**
- **Create a one-stop “shopping” experience for the customer (see Objective 1-5)**

Currently, the computer architectures of each separate department or board within CDCR have divergent technologies and standards. The first step in providing the entire CDCR organization with a reliable and responsive technology infrastructure is the formulation of an Enterprise Technical Architecture plan that will define computing and other infrastructure standards and services to be provided.

Critical to the success of any organization is the continual renewal of technology assets which include both software applications and hardware devices.

Objective 3-1 | ***Implement an Enterprise Technical Architecture Plan***

The Enterprise Technical Architecture (ETA) plan will need to consider each department's needs with regard to network performance and applications, including e-mail and other network services, security and many other architectural components. A group of technical architects from each of the departments will need to form a technical architecture organization. This organization will establish a baseline of technical architectures and an inventory of each organization's technical assets. Since this effort will span years, an interim architecture guide/principles will need to be used for current projects until a consolidated, comprehensive technical architecture plan is available.

Actions:

1. Create and staff a technical architecture organization.
2. Procure technical architecture consulting assistance.
3. Baseline existing CDCR IT Organization/Infrastructure (Systems, Standards, Projects, etc.)
4. Develop Interim Architecture Principles (to address Projects underway...).
5. Prioritize Architectural Components based Projects underway and CDCR business strategies.
6. Engage CDCR leadership, using Governance Structure, to support Architecture Components.
7. Perform Gap Analysis to identify areas out of alignment.
8. Develop Implementation Plan.
9. Develop Ongoing Update Process.
10. Implement ETA plan by July 2006.

Objective 3-2 | ***Implement comprehensive business and offender-based management systems (now Objective 4-4)***

Objective 3-3 | ***Establish consolidated Help Desk Support (now Objective 1-3)***

Objective 3-2 (was3-4) | ***Develop a technology maintenance and refresh program to include desktop hardware and mobile computing devices and software, databases, applications and programs***



CDCR departments and boards currently have different strategies for the maintenance and refreshing of old computers, servers and software. A baseline of these existing policies and strategies will need to be established to develop a consistent and long-term policy and strategy to keep technology assets current. An on-going dialog with control agencies about budget strategies will need to be launched.

Actions:

1. Baseline Existing Policies and Budget Strategy.
2. Develop New Policies and Budget Strategies.
3. Design Support Organization.
4. Create Budget Documents for Funding.
5. Seek Approval from Control Agencies.
6. Develop Policies and Organization for going forward by July 2006.

Objective 3-5	<i>Create a one-stop “shopping” experience for Customer(now Objective 1-5)</i>
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Strategic Goal 3 Expected Outcomes

- A Consolidated CDCR network for the former CDCR organizations
- Technology assets are inventoried, maintained and refreshed as needed
- The CDCR customer experiences one-stop “shopping” of IT services and products

Strategic Goal 3 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Enterprise Technical Architecture (ETA) provides robust Architecture	Adherence to ETA	% of IT investments requested and approved with exemption from ETA	Establish Baseline	15%	10%
	Regular System Upgrades	% of legacy (outdated) systems that are retired or replaced	Establish Baseline	50%	90%
	Compliance with Refresh Program	% of desktops with hardware and software less than 3 years old	Establish Baseline	80%	90%

Enterprise Data



Strategic Goal 4: Establish and maintain a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems

Objectives

- Identify enterprise-wide databases to be included in the warehouse
- Perform an E-Government readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access
- Develop open systems standards to support the sharing and exchanging of information with local law enforcement entities
- Implement comprehensive business and offender-based management systems (formerly objective 3-2)

Please note how the above CDCR strategic goal aligns with the State CIO's goals and objectives identified below.

State's Goal 1 – *"Make Government Services More Accessible to Citizens and State Clients."*

- Objective 1 – Develop a Foundation for Transforming Government

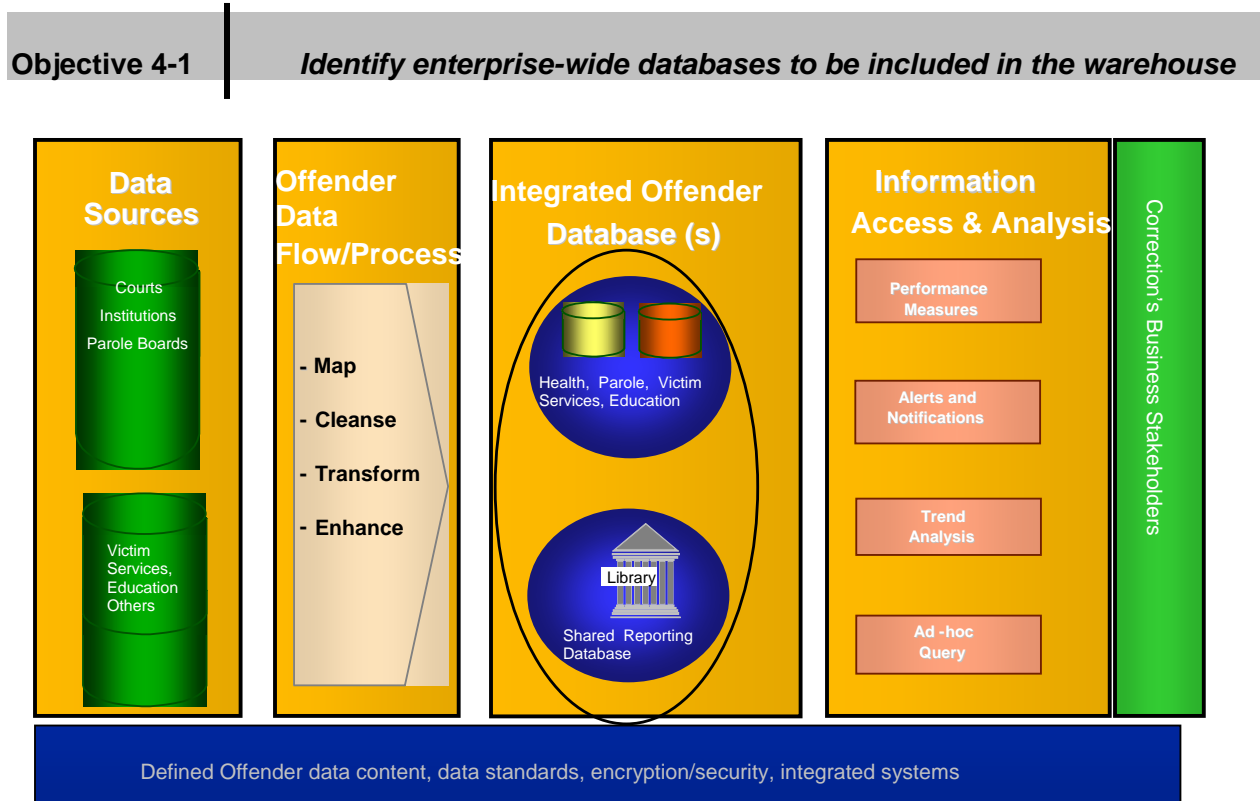
Enhanced Web Services review of business processes that lend themselves to e-government applications and for the exploration and implementation of technologies to improve service delivery.

- Objective 3 – Leverage Services between State Agencies, Federal and Local Government

Establish a cross-agency workgroup to develop policy and methodologies for the efficient exchange of information between systems and across governmental organizational boundaries.

- Objective 4 – Promote Interagency and Intergovernmental Data Sharing

Identify data repositories within their agencies, the clients for the data, others who may have need for the data, and limitations (including confidentiality) to presently sharing the data.



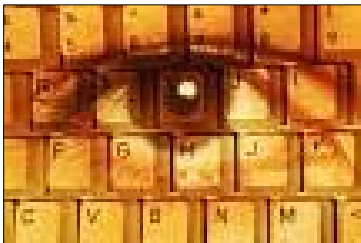
This objective and action items will implement a data administration function that will analyze, plan, develop and provide on-going maintenance and support for the department's data warehouse. The data administration function will use an automated data dictionary tool to store data definitions and relationships and will enforce data standardization across the department. The data warehouse will contain data required for research, analysis, performance measurements and reporting. This new function will leverage the current data analysis and warehousing activities performed by what is now the CDC Offender Information Services group and their CYA counterpart.

Actions:

1. Organize a CDCR wide task force to define the new data administration function and to design and develop data warehousing solutions.
2. Define the need for a CDCR data administration function including roles and responsibilities, resource levels required and procurement of resources as necessary.
3. Procure a vendor to lead and document CDCR data warehouse design and development activities.
4. Identify current CDCR data for the warehouse including owners and sources of the data leveraging the current CDC Offender Information Services' data definitions and warehouse resources and similar resources from their CYA counterpart.
5. Define the data warehouse including:
 - a. Identification of data classes to be included in the warehouse.
 - b. Identification of data elements and development of standard, CDCR-wide data element definitions.
 - c. Identification of data element sources and owners of the data.
 - d. Design of the data warehouse structure and data relationships.
6. Identify and procure a data dictionary tool for storage and management of the data warehouse data definitions and related information and implement a data warehouse with reporting capabilities by January, 2007. This action also includes development of process and procedures for on-going maintenance and support of the data warehouse dictionary.

Objective 4-2

Perform e-Government readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access



This objective and related actions will provide the baseline analysis, identify opportunities and develop a plan to provide value added information to internal staff through the Intranet and to provide more public access to CDCR information and services through the Internet.

Actions:

1. Organize a CDCR e-Government task force led by the CDCR Communications Office.
2. Complete a CDCR e-government readiness assessment by January 2007 that includes:
 - a. Perform baseline analysis of current Intranet and Internet use by CDCR entities.
 - b. Identify CDCR business leaders with the opportunity to use the Internet more effectively.
 - c. Develop a strategy to add benefit and improve public access to CDCR information and services via the Internet.

- d. Develop a high level plan to implement the new strategy including technical and human resource requirements.

Objective 4-3

Develop open systems standards to support the sharing and exchanging of information with local law enforcement entities

This objective and related actions addresses the continuation of participation in the Department of Justice task force on systems integration and open system standards development, which also so ties to the technical architecture plan in Objective 3-1. Achievement of this objective will enable the CDCR to efficiently exchange data with other criminal justice entities which will lower the cost and time of processing inmates and wards into the CDCR systems. It will also provide effective and efficient interfaces to other entities such as the criminal court system.

Actions:

1. Continue CDCR customer team participation in the California Department of Justice Criminal Justice Systems Integration Subcommittee as a subcommittee member. This participation includes identification of CDCR information exchanges in the Justice Information Exchange Model and the California Courts Information Exchange Model.
2. In conjunction with development of the ETA plan, develop open systems standards.
3. Secure participation at the national level for integration efforts.
4. Implement open systems standards by July 2007.

Objective 4-4

Implement comprehensive business and offender-based management systems (formerly Objective 3-2)



Two large projects in progress are the Business Information Systems (BIS) and the Strategic Offender Management System (SOMS). The BIS system will affect staff in both the adult and juvenile programs of the new department. SOMS, on the other hand, will apply only to the adult offender population. The new systems will provide comprehensive business and offender-based management systems that will streamline operations, promote efficiency and supply management with essential reports.

IT staff will work closely with the SOMS Project Manager and the technical development team to insure that proper metrics and measurement reporting is in place to capture data showing the effects of evidence-based practices (strategies developed to improve public safety and reduce recidivism such as in the areas of health, education and parole). *IT will focus on supporting key program areas to produce responsive, accurate offender data which will in turn validate existing evidence-based practices or allow the creation of new practices.*

Actions:

1. Implement major components (phased implementation) of Business Information System (BIS) across new department organizations by 2007.
2. Implement the Strategic Offender Management System (SOMS) for adult offender program areas across the new department by 2010.

Strategic Goal 4 Expected Outcomes

- A defined, staffed and operational data administration function
- Current critical data elements identified, defined and loaded into the data dictionary and future data element requirements identified
- Implementation of a functional data warehouse with reporting capabilities
- Documentation of current e-Government capabilities
- Identification of new opportunities to use e-Government and a plan to implement the new opportunities
- Documentation of a California Criminal Justice Information Exchange Model that includes data exchanges throughout the court to discharge life cycle
- Enterprise solutions implemented into the BIS and SOMS projects
- Documentation of open system standards in conjunction with the Technical Architecture Plan

Strategic Goal 4 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Establish and Maintain a Data Warehouse	Databases Included in Enterprise Data Warehouse	% of qualified databases that are identified, documented and included in enterprise warehouse	Establish Baseline	85%	90%
E-Government Readiness	Complete E-Government Readiness Assessment	% of E-Government Readiness Assessment Completed	Establish Baseline	85%	100%

Security/Confidentiality



Strategic Goal 5: Ensure the security of technology systems

Objectives

- **Develop and employ effective safeguards including risk analysis, mitigation, and management strategies. This includes the development and enforcement of standards and policies**
- **Employ standardized and automated virus protection for all IT resources**
- **Establish educational programs to enforce information technology policies and requirements**

Much of the data necessary to administer corrections programs – such as personal data about individual offenders – is confidential, sensitive and legally protected. The CalTIPS initiative supports measures to maintain the privacy, security, and confidentiality of all offender-related data and information. Personally-identifiable, offender-related data available to State and local programs must be protected against unauthorized access, use, disclosure, and storage. This must be accomplished while maintaining the ability of public officials to use such information for legitimate and appropriate correctional and law enforcement purposes.

The CalTIPS effort must ensure that correctional systems will remain private, secure, and confidential. *Strategic Goal 5*, therefore, defines and promotes the regulations, policies, and standards by which security and confidentiality are maintained.

CDCR is responsible for numerous programs that handle sensitive and/or confidential inmate and ward data. Historically, the security responsibility was distributed and resided within individual departments having program responsibility. Due to the number, size, and complexity of program data, a centralized information security program will be implemented.

Responsibility for information security resides with the Information Security Officer (ISO). In the past, the Department of Corrections Information Systems Division (ISD) shared the security responsibility and took actions to ensure adequate protection was afforded in security safeguards. Security safeguards in compliance with the policies established by the ISO were implemented and maintained by ISD to assure the availability of critical network infrastructure and systems through the proactive elimination of vulnerabilities.

Policy compliance and risk assessments will be conducted on a regular basis by the CDCR Information Security Office. Corrective action plans will be developed collaboratively between the Information Security Office and the program areas audited. The program areas will implement these action plans in a timely manner to resolve compliance issues. Mitigations required for the elimination of vulnerabilities and reduction of unacceptable risk levels in critical systems will be adopted and implemented. All systems will be designed, implemented and maintained in accordance with the requirements of the Information Security Architecture (ISA). The ISA shall be consistent with State enterprise architecture requirements.

The following objectives describe specific actions to achieve this goal.

Objective 5-1

Develop and employ effective safeguards including risk analysis, mitigation, and management strategies



Laws and regulations create the framework for California's corrections administration. They set the ground rules under which private entities, State and local corrections programs may conduct business. These rules cover issues related to data privacy and security. In addition, they guide the development of regulations, policies, and standards for the administration of corrections programs. Finally, Federal and State laws also establish the rules for safeguarding information considered vital to the public safety of Californians.

Stakeholders in the CalTIPS initiative will participate in state and local efforts to influence and support policies, mandates, regulations, standards, and business practices that promote appropriate data access, sharing, and protection of confidentiality. The CalTIPS initiative will support these principals as the primary aspects of data stewardship. This includes ensuring that individual data owners comply with security policies and enforce access rules for their systems. CalTIPS' role will be to communicate, implement and enforce strategies, policies and controls that ensure data integrity, security, and confidentiality while promoting maximum system functionality and appropriate access.

The CalTIPS initiative will ensure that mission-critical systems have adequate operational recovery plans across all CDCR Boards and Departments and are implemented as a risk mitigation strategy.

Actions:

1. Convene a transitional security committee with the intent of adopting the CDC Information Security program as a centralized approach to address CDCR Information security needs.
2. Present the proposed CDCR information security policies and standards to the State Information Security Officer for endorsement and validation.
3. Publish the endorsed policies and standards (the transitional security committee) by October 2005.

Objective 5-2

Employ standardized and automated virus protection for all IT resources



All CDCR employs standardized and automated virus protection.

Initially, a baseline inventory will be conducted; encompassing virus protection software, intrusion prevention processes and risk prevent methodologies.

Agency will develop a comprehensive portfolio of proactive risk management and mitigation solutions to protect IT systems and infrastructures.

Actions:

1. Conduct a CDCR inventory on virus protection programs and deployment methodologies.
2. Develop a CDCR virus protection software standard.
3. Construct an automation plan that standardizes virus threat management by January 2005.

Objective 5-3

Establish educational programs to enforce information technology policies and requirements

Employ CDCR standardized security awareness end-user training. Security education programs can greatly reduce many risks, which cannot be addressed through security software and hardware devices. Existing policy requires that all staff accessing computers and automated data systems must received security awareness training on an annual basis. This objective is to develop training material, distribution and delivery processes that ensure all employees are trained in the same manner with the same material.

The transitional security committee will define two security knowledge skill sets:

- *General Use:* All employees using computers or accessing information are required to complete the training in this skill set. It will consist of awareness training for sound security practices, incident reporting requirements, familiarity with policy and law

requirements, and how they good security is integrated into daily computer-related activities.

- *Technology support staff.* Ensure the knowledge of and skills required to configure, implement and maintain Agency information systems in accordance with the ISA, security policy and best business practices.

Actions:

1. Review current security educational programs. Expand and enhance the existing security training program to provide the General Use training for all employees.
2. Establish the baseline skill set required for technology support staff.
3. Develop and publish the training and evaluation materials required to meet the baseline requirements for technology support staff by July 2006.

Strategic Goal 5 Expected Outcomes

Ensuring the security of technology systems achieves the following outcomes/benefits:

- Integrity and privacy of confidential data
- Secure data in support of Governor's, Agency, and Department goals to make government more accessible to its citizens
- Decreased enterprise security risk and protect departmental IT systems and assets
- Standardized security configurations for all Agency systems
- Improved reliability and availability of systems and information
- Proactive security detection and prevention
- Standardized security methodology logging/tracking, management and reporting on all information technology support work
- Standardized virus protection and intrusion detection reporting

Strategic Goal 5 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Appropriate Security of Technology Systems	Employee Training on Security	% of Employees that have completed Security Awareness Training	Establish Baseline	75%	95%
	IT Audit Pass Rates	% of Institutions that Pass IT Audit with score of 75 or better	85%	90%	95%

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
Appropriate Security of Technology Systems	Information Security Architecture (ISA) Compliance	% of Applications with exceptions to ISA	Establish Baseline	20%	15%
	Virus Protection	% of desktops and laptops current with virus protection;	Establish Baseline	85%	95%
	Virus Infiltrations	Numbers of days lost to virus infiltrations	Establish Baseline	80% less	90% less

IT Work Force



Strategic Goal 6:

Build our technology workforce

Objectives

- **Conduct an IT resource management assessment to determine core competencies, staffing levels**
- **Recruit and develop a highly skilled IT staff**
- **Under the auspices of the academy, assess the training needs of the professional IT staff and develop an ongoing training program**

The existing technology workforce structure remains out of step with the changing environment of technology. Moreover, the skills needed to sustain legacy systems continue to dwindle due to retirements (which retirement projections indicate an increase in the next three to five years), and further, the department has not been able to acquire sufficient skills and/or the capacity to develop, operate or maintain newer technologies and systems. We must begin succession planning and rebuild our workforce.

The consolidation of the CDCR Boards and Departments into one information technology entity will mean the addition of field support staff under the supervision of the centralized IT organization. A management structure for these formerly distributed staff will need to be put into place to facilitate a smooth transition.

There is a considerable amount of work that will occur such as detailed mapping of existing IT resources to the new organization chart, identifying resource gaps (PY's and OE&E), required classification levels based on DPA allocation guidelines and identifying next steps to fill the gaps.

Objectives 6-1, 6-2 and 6-3 are critical to launching the initial steps and long term actions to support the department's IT workload, ensuring IT staff are trained and/or possess the appropriate skills at the necessary levels.

Objective 6-1	<i>Conduct an IT resource management assessment to determine core competencies, staff levels</i>
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The department formed a workgroup to address the initial make up of the workforce and an interim support model to identify core competencies and staffing levels.

The workgroup will: identify the existing workforce along with their skills and abilities; identify the existing workload to include current operations and project; obtain from their business stakeholders current and anticipated information technology needs as well as those objectives identified in the agency and IT strategic plans; and develop a plan that will build a workforce to accommodate those reported needs.

The critical actions below encompass the initial steps for developing a viable workforce. Accomplishing these activities will set in motion the initial IT workforce to support an existing workload and begin the development of a plan to review and align the workforce to accommodate a business driven support model.

Actions:

1. Conduct a job analysis of required skills and abilities for existing Information Technology staff.
2. Ensure all IT exams are conducted as one IT entity under Agency.
3. Convene a workgroup within the CDCR IT by September 2005 to perform the following:
 - Determine resource/staff requirements to service the needs of the entire agency/department.
 - Perform a gap analysis.
 - Develop a new organization chart and staffing levels.
 - Develop a plan to review and revise/create the duty statements and performance standards to align the staffing classifications based upon workload, organization structure and staff levels.
 - Develop succession planning strategies.

Objective 6-2	<i>Recruit and develop a highly skilled IT staff</i>
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The department will expand and modernize its recruiting programs directed at its information technology workforce. This recruiting program will be modeled after and consistent with the State CIO's program.

Actions:

1. Coordinate with the State CIO staff, DPA, SPB and departmental HR staff to participate in the development and execution of the plan for recruiting technology employees.

2. Develop a new organization package with classifications/justifications.
3. Convene a workgroup within the CDCR IT to prepare a plan for recruiting technology employees from colleges, universities, public and private sectors.
4. Execute the plan for recruiting technology employees by July 2007.

Objective 6-3***Develop an ongoing Training Program for all IT Staff***

The department will develop and support a robust technology-training program focused on leadership, project management, acquisition management, systems management, application development and other skills necessary to support new technologies and legacy systems.

Actions:

1. Convene a workgroup within CDCR IT to assess the skills and training needs for each function in the technology workforce, including technical certification requirements and continuing training to maintain state-of-the-art skills and proficiency.
2. Develop a departmental technology workforce training plan that outlines initiatives to improve the capacity and capability of state technology employees to meet the strategic goals of the department.
3. Develop policies for required training by January 2006.

Strategic Goal 6 Expected Outcomes

Under a skilled workforce model several outcomes/benefits can be achieved, such as:

- Quality staffing to support and deliver superior IT products
- A stable and professional environment
- Proven ability to retain and attract highly qualified and motivated staff
- A workforce skilled to develop and maintain business applications in newer technologies
- Reduce vacancy rates and accelerate hiring turn-around

Strategic Goal 6 Performance Measures

Performance Measurement Targets					
Outcome	Strategic Measure	Definition	Year One	Year Two	Year Three
IT Workforce to Support Current and Future Needs	IT Vacancy Rate	% of vacant IT positions; no more that 5% salary savings	15%	10%	5%
	Trained Staff	% of IT employees receiving annual targeted number of training hours	Establish Baseline	75%	95%
	Staff Skills	% of staff with skills in technologies as identified in the ETA	Establish Baseline	80%	90%

CRITICAL SUCCESS FACTORS

This Strategic Plan lays out the CalTIPS initiative's vision, strategic goals, and objectives, and identifies a series of specific strategies/actions designed to move toward a new infrastructure of people, processes, and technology. As with any strategic plan, the goals and supporting strategies entail substantial change for an organization. In order to manage the changes and minimize the negative impact to the stakeholders, the following factors should be considered as essential to the success of CalTIPS.

- **Visible and consistent executive and management support.** One of the most significant risks to the success of any organizational change initiative is the absence of visible executive and management sponsorship and support. Lacking clear guidance and support from senior management, staff may question the importance or legitimacy of the CalTIPS initiative and may not embrace the changes. For these reasons, the CDCR must provide unqualified support for the CalTIPS efforts at the highest levels.
- **Development of a strong, central leadership team.** The CalTIPS initiative needs IT and program leadership across the CDCR to be aligned and focused on delivering the changes required to support the overall effort. As more emphasis is placed on sharing technical solutions and services across the department, IT leadership will have to work closely together on the more strategic priorities. In addition, the CalTIPS team must be actively, visibly, and consistently involved in initiative implementation activities, including participating in department-wide communication efforts, helping to make critical decisions, and celebrating successes
- **Coordination with other initiatives.** Coordinating and integrating the CalTIPS initiative with other state and local initiatives and projects will be critical to its successful implementation and to the management of changes. Implementation of CalTIPS activities should be made with full awareness and appreciation of the objectives, timeframes, and desired long-term outcomes of other efforts.
- **Stakeholder involvement.** Before embarking on any of the CalTIPS initiatives, the CalTIPS team and supporting work groups should review the list of stakeholders, evaluate how the initiative will impact each of the stakeholder groups, and determine the appropriate level of involvement of each group in the initiative. Stakeholder involvement may range from serving as a full-time member of a project team to sponsorship of the initiative, participating in focus groups, interviews or surveys, or receiving regular updates about the progress of the initiative. Involving key stakeholder groups in the planning, design, and implementation of CalTIPS initiatives will contribute greatly to quality decision-making and, ultimately, the broad acceptance of changes.
- **Performance measurement activities.** Once implementation of the various CalTIPS initiatives begins, the CalTIPS Team should create a method for assessing progress and identifying opportunities for improvement. Such activities may include periodic (monthly or quarterly) reviews by IT management of performance measures as well as regular forums for soliciting stakeholder feedback on the changes to ensure they are achieving their intended benefits. The CalTIPS initiative should

assign individuals or work groups to investigate and resolve problems or performance concerns identified during continuous improvement reviews.

- **Establish an environment that is conducive to change.** There will be a large number of changes introduced, so the department should take steps to increase its capacity to successfully adapt to change. The culture must embrace and reward the positive attributes of change such as flexibility, adaptability, innovation, and resiliency.
- **Institute funding mechanisms.** Some of the strategic changes being introduced may span several years from concept to full rollout. The CalTIPS team must take the steps necessary to arrange for adequate, uninterrupted flow of resources and funding mechanisms needed to get the job done.
- **Launch collaboration and communication activities.** Consolidation of the diverse IT groups will allow integrated IT groups to be more tightly coupled, avoid re-inventing the wheel, and share ideas, solutions, and resources. At the same time, the operations and business program groups need to work more closely across program areas and with IT so that projects and operational services address their higher priorities.
- **Focus on high priorities and follow through.** A variety of changes and projects required over the next several years will need to be phased in to the correctional environment. Projects will be prioritized based on a combination of business need, integration dependencies (i.e., other projects may be required to precede it), and resource and funding constraints. Establishing and maintaining a solid integration plan that recognizes dependencies between current projects and the need to develop an integrated environment will be important. *Once scheduled, higher priority projects, for example a project which might directly support an ‘evidence-based’ strategy, aligned with the department’s new mission, should be developed and deployed as soon as practical.*
- **Eliminate data ownership mentality.** The concept of data ownership prevents enhanced data sharing and integration efforts. In order to advance the integration of information, shared responsibilities and good stewardship are essential at the personal and organizational levels.
- **Implement Best Practices.** The IT Industry has developed best practices for many of the “routine” processes that are required to successfully provide IT services. While the term “routine” is used, this is not to imply that these are low-level activities, quite the contrary, they reflect the full spectrum of policies, processes, standards and practices that have been proven in actual application in the IT service delivery industry throughout the world in both the private and public sectors. The CalTIPS team will use these best practices as models for the corresponding functions within the new organization.

APPENDICES

The CalTIPS Strategic Plan includes the following appendices:

- A. Communications Plan
- B. Project Contributors
- C. Glossary
- D. IT Proposed Organization Chart

A. COMMUNICATIONS PLAN

Communication and Marketing Guidelines

To serve as an effective road map for the use and management of technology in the California Department of Corrections and Rehabilitation, the CalTIPS Strategic Plan must be well understood and broadly accepted across departmental organizations as well as departmental stakeholders. Specific steps need to be taken to ensure that the plan is communicated and marketed to all stakeholders. In addition, because the plan has many aspects and will evolve and change over time, it is critical that interested parties have access to information that educates them about its content and implementation. This appendix describes basic guidelines for the CalTIPS initiative to follow to ensure that the plan is effectively communicated and marketed and to make available educational resources to interested parties.

Communication

Upon acceptance, the CalTIPS Strategic Plan should be published broadly within the CDCR. In addition, the plan should be made available to interested parties outside of the department. The specific steps to communicate the plan will include the following:

- Post the plan in its entirety on the CDCR website. The posting on the website will include sufficient introductory material for readers who are not familiar with the plan to understand its purpose and scope, and how it was developed.
- Send an e-mail message to CDCR IT employees advising them of the plan's acceptance and publication on the website. The message should include a contact e-mail address to allow interested employees to comment on the plan.
- Send a separate e-mail message to all organization managers summarizing in general how the plan may impact them and their areas of responsibility.
- Send an e-mail message to key external stakeholders informing them of the plan's adoption within the CDCR.

Because the plan will evolve over time as initiatives are commenced, milestones achieved, and priorities reconsidered, the CalTIPS Office in coordination with the Project Management Office, should periodically post plan status updates to CDCR's website. As necessary, these updates will be augmented with e-mail messages to department staff and managers.

Marketing

Marketing of the CalTIPS Strategic Plan refers to special and ongoing efforts the CalTIPS Office will undertake to ensure the CDCR and its stakeholders remain committed to achieving the plan's goals. Specific steps to market the plan include:

- Publish "press releases" via e-mail and on the CDCR website about significant progress on plan initiatives or about changes to the plan. In particular, the CalTIPS Office will share success stories and report the results of plan initiatives. This will ensure that the plan remains alive in people's minds and those successes are acknowledged and celebrated.
- Provide frequent briefings and updates to executive management on progress and achievements under the plan to ensure continued executive and senior management support for the plan.

- Propose opportunities and accept invitations to speak about the plan at group meetings.
- Respond constructively and promptly to all feedback and perspectives on the plan. In responding, remain open to new and different ideas about how to accomplish the plan's goals.

B. PROJECT CONTRIBUTORS

The Agency Information Officer sponsored the IT Strategic Planning project, and the CalTIPS Strategic Plan Steering Committee provided oversight, input and review of the plan. In addition, this committee participated in working sessions during which the vision, strategic goals, objectives, and strategies for the plan were developed. The members of the Strategic Plan Steering Committee are as follows:

CalTIPS Strategic Plan Steering Committee	
Participant	Organizational Unit
Jeff Baldo	Agency Information Officer
Dr. John Hwang	Consultant
Merl Ward	Project Manager
Dennis Dearbaugh	CDC CIO
Joe Panora	CYA CIO
Leisa Rackelman	PIA CIO

The CalTIPS Project Team was formed from IT leadership positions across CDC and CYA. These staff, identified below, who are also providing key roles in the overall consolidation effort, provided the insight and thoughtful content of this report:

CalTIPS Strategic Plan Project Team	
Participant	Organizational Unit
Merl Ward	Project Manager
Elva Ledesma	Project Administrator
Rich Klutz	Chief, CDC Data Center
Elbert Lawrence	CDC DOCUMS Management
Sandra Emert	CDC Project Management Office
Heide Trimarchi	CDC Applications Management
Pam Babich	CYA Project Management Office
Liana Bailey-Crimmins	CYA Networks Management
Rita Perkins	CDC Applications Management
Larry Smith	CYA Applications Management
Carol Avansino	CDC WinTel Management

C. GLOSSARY

ANSI	American National Standards Institute ANSI creates standards for the computer industry
Authentication	Systematic way for establishing proof of identity between two or more entities, such as users and hosts
BPR	Business Process Reengineering
Business issues and needs	What must be addressed to accomplish the business objectives, achieve the goals, and realize the vision
CalTIPS	California Technology Improving Public Safety
Champion	Person(s) responsible for supporting and leading a change initiative
CDCR	California Department of Corrections and Rehabilitation- <i>Effective July 1st, 2005, newly formed state organization, replacing Youth and Adult Correctional Agency</i>
Encryption	Process of converting data from an easily understandable form to what appears to be random, useless gibberish, using mathematical processes that are difficult or impossible to duplicate without knowledge of how the encryption was accomplished
Evidence-based	Evidence-based or evidence-based practice implies that 1) there is a definable outcome(s);2) it is measurable; and 3) it is defined according to practical realities (recidivism victim satisfaction, etc.)
Firewall	Network device or collection of devices that protect inside “trusted” networks from external “untrusted” networks like the Internet, using a variety of technical processes
FSR	Feasibility Study Report
GIS	Geographic Information System Software used to relate data to geographic locations for mapping, analysis, and manipulation
IDR	Integrated Data Repository
Infrastructure	Variety of mechanical, physical, and support technologies that enable and facilitate information and data exchange, as well as communication among and between people and organizations
Integration	Ability to share critical information electronically at key decision points throughout the correctional system.
Interoperability	Capability to communicate, execute programs, transfer

	data among various units in a way that requires systems users to have less human intervention in the initiation of intra-system actions
ITSD	Information Technology Services Division
ISO	Information Security Office
Objective	Specific measurable targets for accomplishment that contribute to achieving the vision and goals, address strategic issues, and collectively, realize the vision for technology
Outcome	Reflects the actual results achieved, as well as the impact of benefits for stakeholders during or after their involvement with a program. Outcomes may relate to knowledge, skills, attitudes, value, behavior, condition, or status
Performance Measure	Provide a measure of discipline in evaluating the relevance and contribution of individual strategies and projects to overall strategic goals, and ensures accountability by creating objective measures of success
PMBOK	Project Management Body of Knowledge
Privacy	Individuals' interests in preventing the inappropriate collection, use, and release of personally identifiable information in the correctional system
Privacy Policy	A plan, procedure, or course of action designed to influence and determine decisions and actions regarding the collection, use, and disclosure of personal information
Correctional System	A network of people, information systems, organizations, and corrections and rehabilitation processes focused on the safety of the population
Correction's Systems	Any and every type of information that is collected, transmitted, or maintained by the correctional system
Stakeholder	Individual, group, or organization having a vested interest in the organization and expecting certain levels of performance from it
Standards	Common and repeated use, rules, guidelines, or characteristics for products, processes, or services
Strategic Goal	Desired end results, generally 3-5 years
Strategic Plan	Plan of action aimed at achieving a desired future condition
Strategies	Actionable plans for achieving the goals and objectives
Vision	Brief description of the ideal future condition

D. IT PROPOSED ORGANIZATION CHART

